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The Director of Central Intelligence

Washington, D.C. 20505

Executive Registry

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22 December 1983

MEMORANDUM FOR: See Distribution

SUBJECT: Highlights of Senior Planning Conference

1. The 11-12 December Senior Planning Conference identified and discussed a broad range of issues for the Intelligence Community to deal with in the near, mid- and long-terms. Some lend themselves to immediate attack; others will require long-range and in-depth study and planning. The brief papers attached cover some of the issues which were highlighted as important and time-sensitive, and which lend themselves to immediate action. I shall be interested in receiving your progress reports on actions which you may be taking in connection with these.

2. A comprehensive report is being prepared which will cover the conference discussion and other issues raised, with recommended courses of action.

3. It is evident that many challenges face us in the years ahead, and we must continue to work together to ensure the continuing health of the Intelligence Community and of our assets, and to evaluate our performance as we proceed.

*William J. Casey*  
William J. Casey

REGRADED AS UNCLASSIFIED UPON  
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SUBJECT: Highlights of Senior Planning Conference

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" Highlights"

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PRIORITIZING INTELLIGENCE COMMITMENTSISSUE:

In view of the increasing importance of having adequate intelligence on the Third World, we need to reexamine our allocation of resources among the various regional areas.

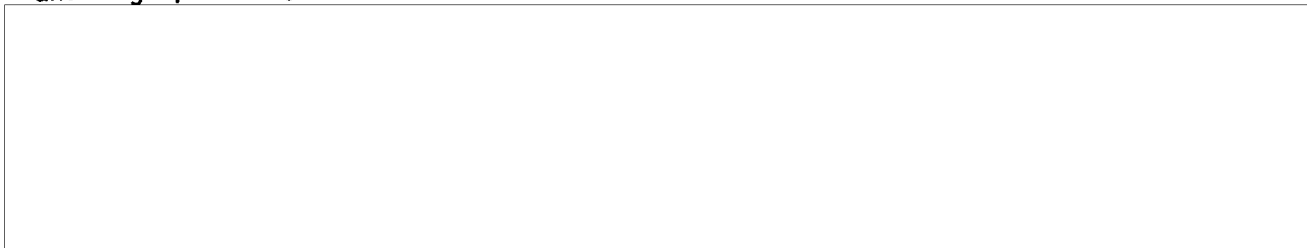
DISCUSSION:

Stemming in part from historical emphasis and World War II, our allocation of resources against Europe and Southeast Asia is disproportionate with respect to resources devoted to Latin America and the Middle East. Similarly, we should reexamine target areas within the USSR and Eastern Europe. In this context, resources allocated to collecting on China need to be assessed critically. Finally, the question of telemetry denial needs to be considered in the context of competing claims.

ACTION:

Community managers should closely assess the relative priorities to be assigned to intelligence activities targeted against these areas and look for opportunities to re-allocate resources to more satisfactorily cover critical and high priority needs.

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INTENSIFIED INTELLIGENCE EXPLOITATION FROM NON-NFIB AGENCIES

ISSUES:

The constantly expanding network of non-government, business, and commercial contacts has created significant new sources of intelligence information which are not being systematically addressed by the Community.

DISCUSSION:

The Intelligence Community is not getting as good access as it should into commercial and industrial sources of intelligence, either because of lack of cooperation on the part of some US Government entities or because of lack of awareness as to the government's information needs. We need to make a renewed effort to tap all sources of data and disseminate it more efficiently.

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## MANPOWER

### ISSUE:

Recruiting and retaining the kinds of highly skilled manpower the Intelligence Community needs now and in the future is a matter of major concern. The evening presentation highlighted the need to review this matter as part of the Intelligence Community's capacity to meet its responsibilities in the coming years.

### DISCUSSION:

We are not fully utilizing the manpower we have; the OMB effort to reduce the number of GS-11 through GS-15s threatens to cause an exodus of irreplaceable specialists; and other anomalies, both legislative and regulative, in the personnel system are eroding the Community's ability to do its job effectively. Artificial and outdated restrictions on compensation for language and other expertise limit our capabilities. In addition, the coincidence of resource limitations, and increasing and more complex intelligence requirements make it mandatory that the Intelligence Community use its personnel more efficiently.

### ACTION:

The D/ICS will convene a working group to prepare a report on how the methods employed by DIA and NSA, and by the private sector and others can be adapted, and to review closely how the utilization of manpower in the Intelligence Community can be evaluated in order to improve the efficiency and extend the capabilities of organizations in the Community. It will also identify other impediments to meeting Intelligence Community personnel needs, and recommend solutions.

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TERRORISM/COUNTERTERRORISM

ISSUE:

Can the various components of the Government working on intelligence and operational aspects of counterterrorism do a better job in defending against, and possibly preempting, attacks such as those against the US Embassy and the Marine Barracks in Beirut and the Embassy in Kuwait?

ACTION:

The CIPC will provide a "base-line review" of the Community's approach to the terrorist problem by December 23. Once this review is complete and the findings of the Long Commission are available, it will be necessary to convene a CIPC working group to review the entire intelligence process as it relates to terrorism and the support of our counterterrorist effort. Such a study intensively produced will take several weeks.

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